

# Memorandum



**Date:** August 26, 2004

**To:** George M. Burgess  
County Manager

**From:** Robert Parker, Director  
for Miami-Dade Police Department

**Subject:** Mayor Penelas' Response to the Manager's Proposed FY 04/05 Budget – MDPD Mini Stations

The Miami-Dade Police Department (MDPD) has been asked to study the issue of additional police mini-stations or sub-stations in unincorporated neighborhoods to improve response times. Pursuant to that request, the following information is provided concerning new facilities, staffing, response times and calls for service.

## POLICE FACILITIES

The MDPD currently operates nine full service police district stations, six mini-stations or storefront locations, with an additional six workstations within various commercial establishments. This tiered structure of police facilities and staffing has provided MDPD with a variety of access points to respond to the needs and concerns of the community.

The cost of a new district police station is estimated at six to seven million dollars, depending upon land costs and availability. The current cost of maintaining a mini-station or storefront location ranges from \$15,500 to \$55,000 per year, depending upon square footage costs and other maintenance support services. The workstations are provided to MDPD at no cost by various commercial enterprises.

In order to address the needs of the agricultural community, MDPD is in the process of permitting for an additional mini-station to be located at SW 198 Street and Krome Avenue. When completed, this mini-station will house the Agricultural Policing Unit and will serve as an additional point of access to the agricultural and residential communities of south Miami-Dade County.

The MDPD maintains long range plans for future district stations. These plans are based upon projected population growth, calls for service, traffic patterns along with residential geographic boundaries, and commercial development. However, as new areas explore the possibility of incorporation, these contingency plans are being reviewed to determine the best course of action.

## RESPONSE TIME

One of the primary measures of effectiveness is the time it takes to deliver the services needed. In contrast to the Fire Department, where the service assets respond to calls for service from a district station, police assets are mobile within a community when dispatched. The police response time is not effected by the location of the district station but rather by the personnel staffing, geographic size of each patrol area, time of day and roadway congestion. In order to address these variables, MDPD establishes staffing levels in relation to calls for service, geographic area and population.

Additionally, MDPD has initiated the COMPSTAT process. By reviewing crime trends and calls for service, on a daily, weekly and monthly basis, district commanders are better equipped to deploy service assets to respond to crime trends and community concerns. This constant review process

instills accountability into the service delivery process and provides for a more effective and efficient workforce.

### **WORKLOAD**

The matrix below depicts the change in population, personnel staffing and CFS for the past 10 years. A quick review will reveal that population growth and sworn personnel have increased at relatively the same rate. The CFS workload is based on 1995 data and reveals the same relative rate of increase. A closer review of the CFS data indicates that 25,766 calls were absorbed by newly incorporated cities in the 2003 calendar year. This is expected to rise in 2004 after the City of Miami Gardens completes a full year of contract police services. MDPD will continue to monitor CFS as a leading indicator for staffing levels.

<b>CRITERIA</b>	<b>1993</b>	<b>2003</b>	<b>% CHANGE</b>
<b>UMSA POPULATION</b>	1,078,571	1,115, 197	+3 %
<b>UMSA SWORN PERSONNEL</b>	2,629	2651*	+1 %
<b>UMSA CALLS FOR SERVICE (CFS)</b>	(1995) 650,795**	670,456	+3 %
<b>EMERGENCY RESPONSE TIME</b>	4:06***	4:14***	+2 %

\* Adjusted to reflect the sworn personnel assigned to contract cities.

\*\* CIW Dispatch Analysis Cube

\*\*\* Provided by MSU

### **SUMMARY**

MDPD will continue to monitor population growth, response time, residential and commercial expansion as well as proposed incorporations as part of our long-range service plans. We will continue with our aggressive recruitment and training programs to increase staffing of current district stations in order to meet future workload demands and response time goals. We will continue to evaluate our future service needs to determine the best course of action in regards to establishing either full service district stations or mini-stations to best serve the community's needs, and will work with the Board of County Commissioners, community groups and other interested parties to establish new opportunities for locating min-stations or substations to increase the visibility and presence of the Miami-Dade Police Department.

C: Susanne M. Torriente, Assistant County Manager